



*Capabilities Development & Integration
Directorate*

Squad: Foundation of the Decisive Force

Human Dimension (Non-Materiel) Gaps and Solutions

**Maneuver Center of Excellence (MCoE)
Maneuver Warfighter Conference 2014**



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Squad Foundation of the Decisive Force (SFDF)

Human Dimension Working Group (DAY 1)

09 SEP 14, 1440-1645hrs

Location: Classroom W105, MWH, MCoE

Follow-up discussion: 10 SEP TBD



Day 1 Agenda



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09 SEP- 1440-1645

- 1440- 1450- Attendee Introductions
- 1450-1500- Intro by COL Goldthorpe & CSA Video
- 1500-1515 – HD Overview Brief
- 1515-1525 – Confirm HD/SFDF Work Group/ Near-mid-far term priority gaps/opportunities
- 1525-1550- 5 min per program overview (Physical fitness programs) Change1
- 1550-1630- Gang Tackle “near-term gap- Improve Physical Fitness
- 1630-1645- Wrap-up/ Solidify outcomes and action plan

Invite for follow-up MTG (next day) Location TBD



Proposed Human Dimension (Day 1)

Work Group Attendees

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MCoE Attendees

COL Goldthorpe- CDID
LTC Glasscock-CDID
Mr. Pat Berger- CDID
Mr. Dave Dice- CDID
LTC Burbelo- DOTD
MAJ (CH) Berghaus- CAID/DOT
TBD-Company Commanders /Senior Instructors
(ASA-T and Combatives School)
CSF2 Reps
MAJ Milan- CIG
MRT/MFT Qualified (NCO Cadre)
MAJ Gaddy/ CPT Henry- Head PT MACH
ALC Senior Instructor/students?
BCT/OSUT- 198th IN Reps

External Invites

Mr. Joe Ulibarri- AWG (will provide name)
TBD- Center for the Army Profession and Ethic
(CAPE)
Dr. Sefton- Director, Warrior Research Center
Auburn U. (WAT)
Mr. Frank Abbott- HDD ARCIC
Mr. Joe Paterson- NSRDEC/Natick
MAJ Ethan Miles-75th RR
Mr. Dave Meyer-75th RR
Mr. Nick Obrien- 75th RR
Mr. Steve Mannino- THOR3 Human Performance
Program Manager, USJFKSWCS
COL Deydre Teyhen-Health and Wellness
Directorate, OSG, Performance Triad lead
3rd BDE, 3rd ID- Request 1 to 2 squads?
CAC HD CDID reps
DCG-IMT- Physical Fitness School?

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Squad: Foundation of the Decisive Force Workgroup

Squad Foundation of the Decisive Force (SFDF) (Day 1)

Updated 19 Aug 14

Assigned Organization: Soldier Division		Assigned Facilitator:	Assigned Co-facilitator:
		COL Dan Goldthorpe	Mr. Pat Berger / LTC Greg Burbelo
Action Officer Assigned: MAJ Zaffke		Phone number: 706-545-5052	
2014 Problem Statement:		How can the Army ensure that US Army Squads achieve overmatch against current and future enemies, and are able to accomplish missions in complex environments?	
Objectives:	1. Provide an overview of SFDF ICDT purpose, members, process, and actions to date. 2. Discuss major squad gaps [both Non-Materiel (Human Dimension) and Materiel (Day 2)] and efforts to mitigate them. 3. Provide status of ongoing efforts and the way ahead to close gaps. 4. Day 1 Focus will be on identifying and prioritizing Non-Materiel (Human Dimension) efforts to mitigate Squad gaps.		
Outcomes:	The Maneuver community of practice (CoP) leaves session with clear understanding of the current state of Squad, the SFDF ICDT purpose and its ongoing efforts, both non-material (Human Dimension) and material to achieve Squad overmatch. Continue to build collaborative partnerships to leverage Subject matter expertise and best practices to enable Squad overmatch.		
Question 1:	What organizational structure/Work group/ (both internal reps/external SMEs) and processes is needed to enable a Human Dimension focused line of effort /action to support SFDF?		
Question 2:	What are the prioritized Human Dimension related gaps to improve squad performance and enable squad overmatch		
Question 3:	What are the near-term Human Dimension related priorities and opportunities. (i.e. -improving physical fitness) and action plan to close these gaps?		
Question 4:	What mid and long term additional training, education and leader development is required in the institutional Army (both PME and BCT/OSUT) to enable Squad Overmatch ?		
Panel Members:			
COL Goldthorpe, Dir Soldier Division		COL House, TCM IBCT	COL Tom Meyer – Human Dimension Division, ARCIC
SGM White, SGM, Soldier Division		COL Butler, Deputy Infantry Commandant	Mr. Eddie Davis, Acting Director, MBL
Key Attendees for Discussion:			
BDE Commanders		BN CSMs	Army Science and Technology Representatives (NATICK)
BDE CSMs		Company Commanders, Platoon Leaders, Squad and Team Leaders	Industry Partners
BN Commanders		Program Executive Officers and Project/Program/Product Managers	Human Dimension Division- reps- ARCIC, CSF2 Reps, THOR3 reps USJFKSWCS
Read Ahead:		- Squad: Foundation of the Decisive Force - Torchbearer, National Security Report, The U.S. Army Squad: Foundation of the Decisive Force -SFDF Pamphlet (Tri-Fold) -Draft HD strategy, Appendix B to MLDS V2	



The Squad's Critical Needs



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1. Networked (Communicate)

- Collaborate to develop situational understanding
- Access to timely and actionable intelligence and precision enablers

2. Mobility (Move)

- Deploy individual and squad equipment
- Sustain operations over time and distance



3. Force Protection (Survive)

- Against lethal and non-lethal weapons
- From environmental factors

4. Power & Energy (Sustain)

- Efficient/effective use of available power
- Regenerate power forward to reduce logistics burden

5. Lethality (Shoot)

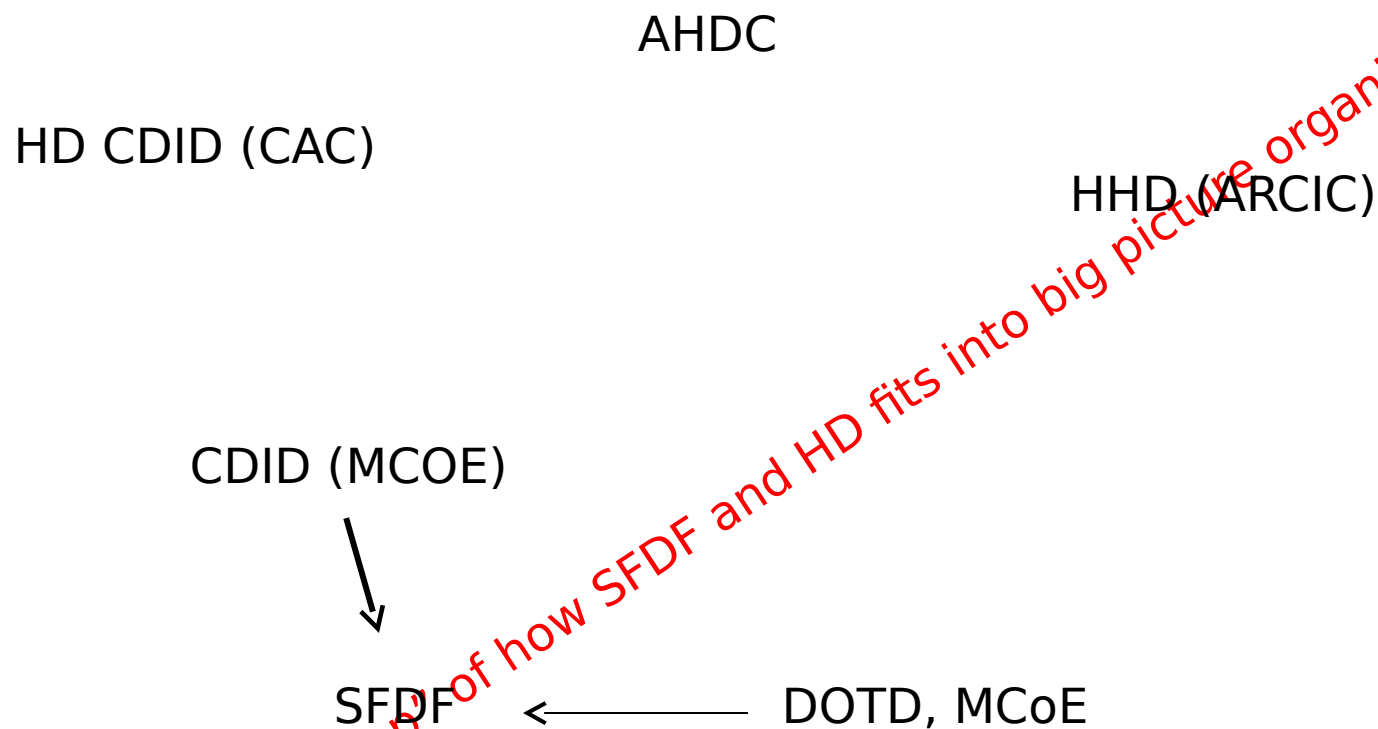
- Precision targeting to leverage joint fires
- Direct fire range and effects overmatch

6. Human Dimension (Decide and Act)

- Necessary skills and experience/resiliency
- Trust and confidence in abilities (Mission Command)



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Guidance



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“Our modernization strategy should be centered on the Soldier, squad, and platoon. I want to see the Army as our Nation’s leader for optimizing the Human Dimension with a system in place others want to emulate. We should lead the consortium working this for the Nation.”

“If we do this right, folks will want to come into the Army because we know how to develop people to be successful. I want to see us move out on this. I am pleased with where this is headed. ***It is about results - not process.*** I want this to drive future results. We need to do it, let us drive the process. There are a lot programs that are not integrated and synchronized under a strategy. This will help us maximize and optimize all we are doing today.” CSA, GEN. Orlin
“The Squad is optimal because it’s a decisive point on the battlefield. It’s where we encounter the enemy first, and get involved in the close fight.” LTG Brown, CAC CDR

“Human Dimension- understand the current best practices and begin to promulgate those through the Maneuver Center, and subsequently to the

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Maneuver Force.” MCoE CG- MG Miller



HD Vision and Outcomes

What are we trying to achieve?

Human Dimension Vision

Maximized individual and team performance through identification, development, and optimal integration of human capabilities

Maximized Army Professionals

- Accelerated ethical maturity and strengthened character
- Improved ethical conduct
- Accelerated inculcation of Army values
- Expanded professional certification and credentialing
- Increased propensity to serve
- Increased

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Optimized Job Performance

- Accelerated leader development and team building
- Accelerated learning and experience
- Improved cognition: attention; problem solving; knowledge and skill retention; decision making; reasoning; learning
- Adaptive and agile mission ready performance
- Improved social and interpersonal interaction/competency; diversity and inclusion
- Improved health/stamina
- Improved cross-cultural competence
- Improved accessions and talent utilization

Main Effort

Optimized Holistic Health and Fitness

- Increased resilience and post-traumatic growth
- Increased injury prevention
- Reduced short and long term disability
- Improved physical, mental, and emotional health
- Improved physical, cognitive, and social fitness baseline
- Improved stress management/adaptation
- Enhanced full life cycle fitness assessment

Supporting Effort

A holistic, nested, unifying framework describing what the Army's future human capital, Soldiers and Civilians, should be -

World



SFDF HD Actions to Date



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Advanced Situational Awareness Training (5 days) in ALC/Sniper

Combatives (20hrs in ALC) and 20hrs in (BCT/OSUT)

CSF2 Training

DSTS/EST

Squad Overmatch Study



Near-Mid-Far HD/SFDF Priorities



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Do we have a current list of HD priorities for the
Squad?
Can we change priorities?



Work Group Focus Topic- Improve Physical Fitness



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Master Fitness Trainer Course (MFT)

Physical Readiness Training (PRT), FM7

Ranger-Athlete-Warrior(RAW) Program- 75th Ranger Regiment

Tactical Human Optimization, Rapid Rehabilitation, and Reconditioning (THOR3) USJFKSWCS

Warrior Athletic Training (WAT) Auburn University

Performance Triad (MEDC) (Sleep, Nutrition, Activity)

**CSF2-PE Performance Enhancement
Psycho-motor skills**

1. What are the physical fitness gaps needed improve squad performance?
2. What unique capabilities do these programs bring to enhance Squad effectiveness?
3. How do we synergize and leverage best practices of these programs and promulgate them within the MCoE and eventually to the Force?
4. What can we pilot or implement in the near-term to improve physical fitness?
5. What further coordination and resources are required to implement solutions?
6. What are the challenges associated with implementing change recommendations?
7. How do we measure improved effectiveness?

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Leader Development and Education Recommendations



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What was recommended...

- Develop and implement a trainer/leader development strategy.
 - Identify knowledge, skills, and abilities for cadre.
 - Unit level specific certification.
- Increase written communicative skills proficiency.
- Develop a strategic message to entice talent.
 - Functional training, career branching, and education opportunities.
- Foreign language and culture instruction.

What has been accomplished...

- Developed MLDS set to begin implementation.
- ABIC / TCCC continued to instruct.
- Standardize the BDE program using ABIC as a base.
- Increased writing requirements within courses (MCCC, I/ABOLC, DCS, and NCOA)
- BD Civilian Ed programs (e.g., RC University, MMDP)
- University of North GA Language Training Center
- Chinese language program

What still needs to be done...

Near (0-6 mos)

Short (6-12 mos)

Long (12-18 mos)

Multi-Echelon Leader Development (MELD)

- Identify ongoing Multi-Echelon Leader Development initiative (MCCC, NCOA, I/ABOLC, OS)
- Increase opportunities for Multi-Echelon Leader Engagement.

Conduct deliberate analysis of all OES and NCOES POIs to maximize opportunities for collaboration and engagement.

- Update lesson plans and TSPs to reflect Multi-Echelon Leader Development.

Leader Challenge (LC)

- Implementation across all POIs using USMA Model.
- Certify instructors / facilitators.

Draw upon instructor / student experience in the creation of new vignettes / scenarios.

Create a portable "leadership" package.

Maneuver Self Study Program (MSSP)

- Complete ongoing Pilot programs and capture lessons learned and best practices.

Institutionalize across POIs.

MSSP Governance.

Combined Arms Training (CAT)

- In a collaborative approach, revise scenarios

Conduct deliberate analysis of all OES and NCOES POIs to maximize opportunities for combined arms training.

Reflect any additional resource requirements within FY16 POIs.

- Create internal mechanisms to routinely assess program outcomes (includes feedback from the field).
- Inform and educate the Force about their Maneuver Leader Development Principles (gain ownership and

2013 Problem Statement: How do we institutionalize the MLDS and MSSP within PME courses to train and develop adaptive leaders who can visualize, describe, direct, lead and assess tactical operations consistent with Army Values and the philosophy of mission command?



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Combat Developments



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- **Current Assessment**

- Capabilities Development is Leader Development
- On the right track ... look for efficiencies in current operations
- IBCT CPR was a successful process
- Need focus on MCoE leader education of Capabilities Development
- Need more focus on non-materiel solutions (Soldier's Load)

- **Timeline**

- Near Term
 - Leverage current meetings and processes
 - CD Professional Development at Multiple Levels
 - o MCoE OPD, Commandant's briefs, PCC, Senior Leader's Course, 1SG and Commander's course
 - DOTD input in Soldier Survey
- Short Range
 - Sustain BCT CPR MCoE Staffing Process
 - Influence Army priorities early with MCoE ideas (concepts, strategies, plans)
 - CDID informs Program of Instruction development (user input)
- Long Range
 - Broaden Officer and NCO Leader Development with CDID Assignments
 - Integrate CD linkages (DOTMLPF) across all Lines of Effort in MCoE Campaign Plan

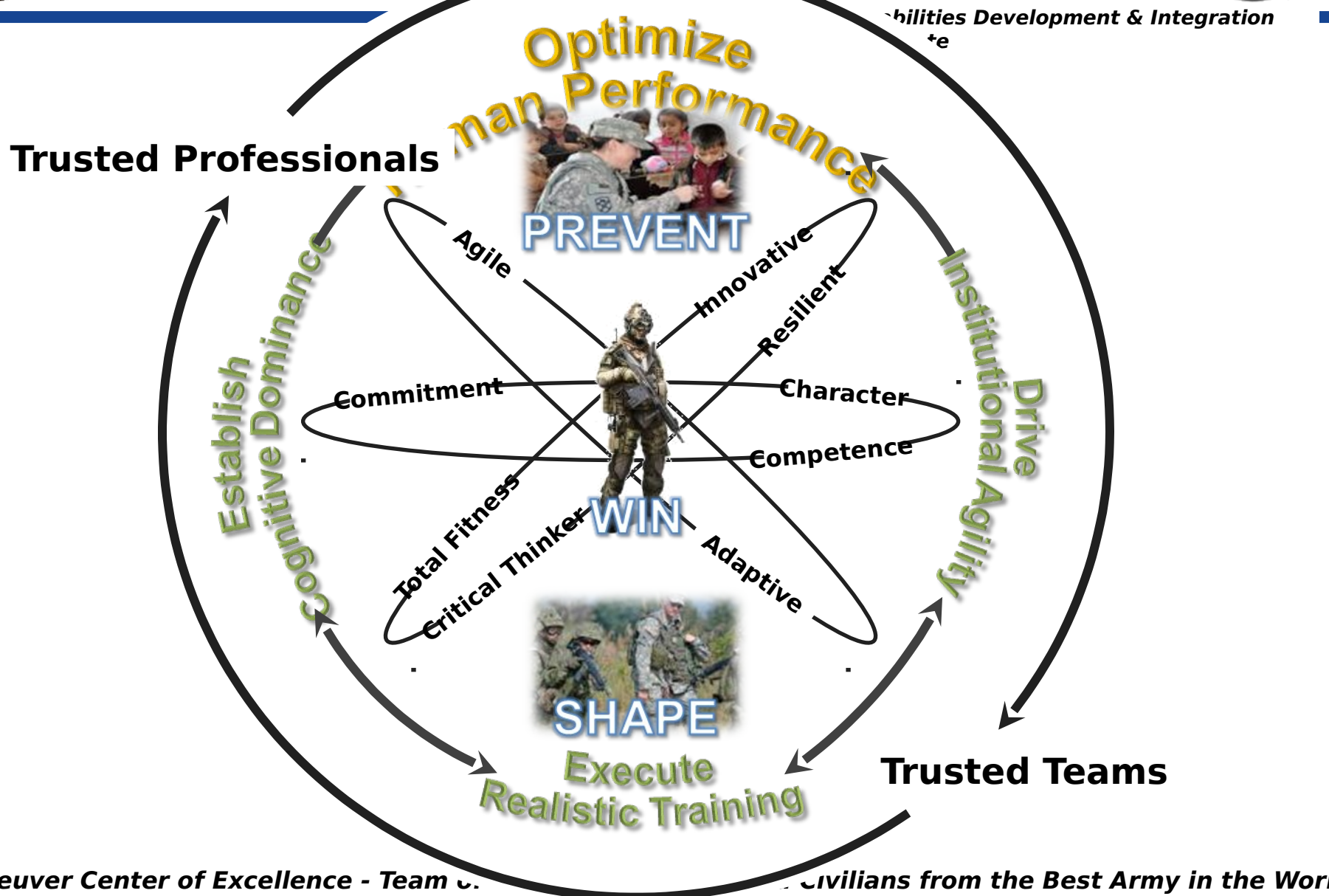


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Back-Up



The Human Dimension





Maximizing Military and Social Competence of our #1 Capital Investment



35 year old Special Operators



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25 year old Officers and NCOs



Compress the “10,000 hours”

- Enable our mid grade Officers and NCOs to operate with the same levels of experience, judgment and maturity of our most experienced special operators
- Exploit and integrate current and emerging capabilities at the lowest levels
- Maximize the performance of smallest units

- Baseline and assess soldiers continuously
- Enhance cognitive and physical performance
- Mitigate physiological and psychological stress

- Impart more skills, faster, at lower cost, with greater retention
- Make tasks intuitive, regardless of complexity
- Improve mental, moral and physical capacity and performance
- Reduce life cycle costs

Maximize cognitive “space” devoted to the enemy and problem solving ... More Capability and Decisions at lower levels ... Better outcomes ... Faster

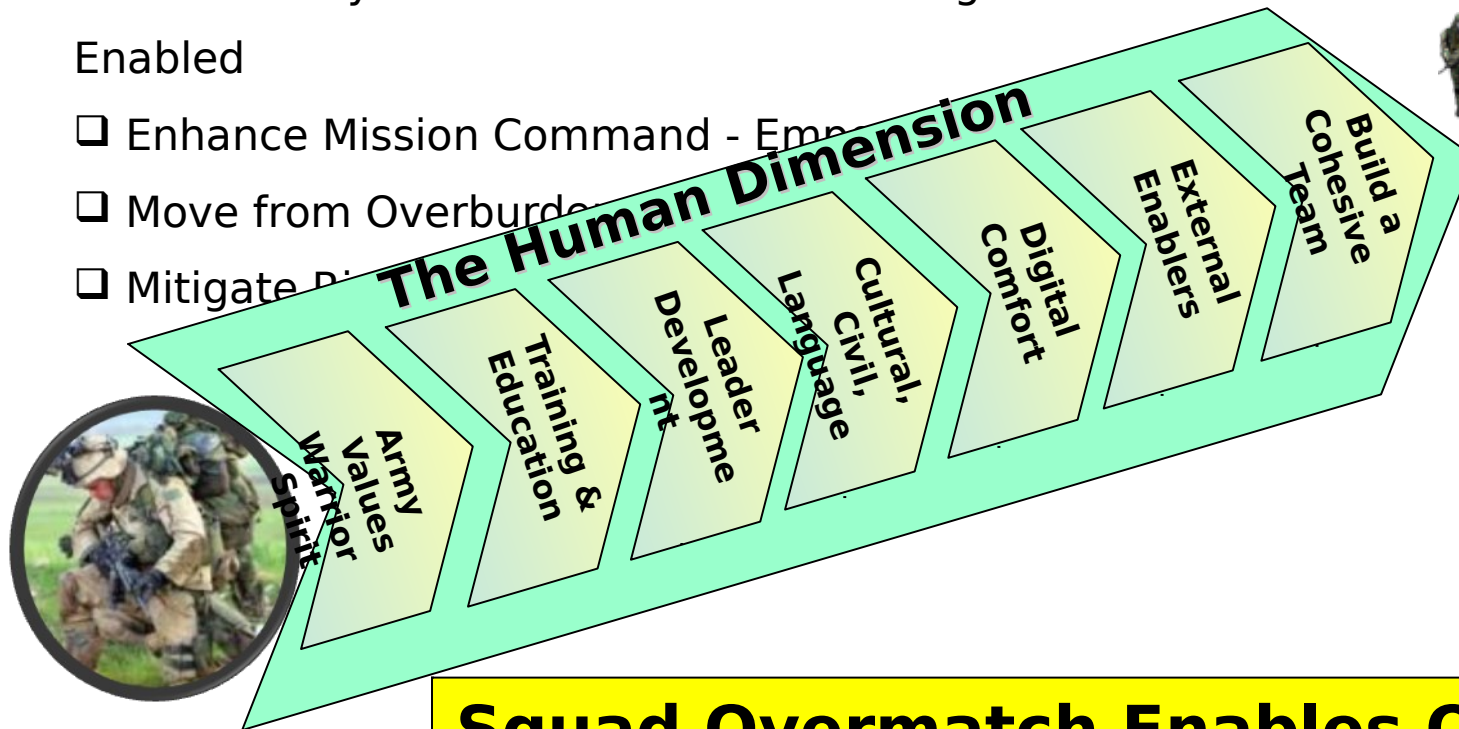


Focus of Squad Overmatch



- ❑ Train, Develop, and Retain Better Soldiers - In Complex Environments
- ❑ Build Decisive Formations - More Effective Actions/Outcomes
- ❑ Make Every Soldier a Sensor - Knowledgeable & Network Enabled
- ❑ Enhance Mission Command - Empower
- ❑ Move from Overburdened
- ❑ Mitigate Risk

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OVERBURDEN (Individual)

Squad Overmatch Enables Operational Success in the Human Environment



Scoring Conference Score

Achieving Squad Overmatch by Training Resilience and Situational Awareness Skills that Optimize Human Performance and Discourage PTS and Suicide

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Command/Priority: 1

1 - Importance/Relevance to the

Army (50%)

Problem Statement:

- **US Army training continuum does not integrate resilience and situational awareness skills with current warrior skills to train resilience and discourage post traumatic stress (PTS) and suicide**
- In FY14, we demonstrated stress exposure training to 4 squads of Soldiers (from the US Army Maneuver Center of Excellence, 3rd Brigade Combat Team, at Ft. Benning)
 - Immersed Soldiers in a 2 day resilience training program
 - Enhanced programs of record and instruction with stress-based scenarios, cognitive-focused after action reviews, technologies
- **The FY15 Study will:**

1. Identify focus points in programs of instruction, in the training continuum, where resilience training should be integrated
2. Develop an analytical model that assesses cost effectiveness and supports cost trade-offs, based on enhancements to programs of instruction and programs of record
3. Measure cost effectiveness and quick wins of various training implementations, identify the highest return on investment strategy, and provide recommended courses of action

ACP Objective or Research Priority supported:

ACP Objective: Train the Army for 21st Century Operations. "The Squad is the foundation of the decisive force and cornerstone of all units."

Annual Study Guidance Research Priority a. "Soldier-centric investments and Soldier Resiliency." FY15 Study will...

- Integrate resilience training as a key part of the Army's professional military education throughout a Soldier's training continuum
- Identify cost for maximizing psychological, emotional, and physical energy to achieve optimal Soldier performance and resilience

2 - Return on Investment (50%)

Estimated Cost:

\$4.8B : 4 Year Cost to treat 240K Iraq/Afghan veterans for PTSD

\$498K : Cost of FY15 Study

264 : Army suicides per year, each at a cost of \$450K

If only 2 lives are saved, a >100% Return on Investment

Benefit to Army:

- Integrating resilience and situational awareness into warrior skills training in a combat realistic environment will strengthen a soldier's resilience, improve overall human performance, and discourage PTS and suicide
- The FY15 Study will determine the most cost effective resilience training for Soldiers - training where Soldiers apply learned techniques to manage psychological stress experienced in a combat-realistic simulated environment while exercising warrior skills
- **Training and development of this full spectrum of skills will enable small tactical units to achieve an overmatch capability on the battlefield. Benefit of developing these skills are reflected in these Soldier testimonials, who experienced resilience training in FY14:**

- "In the 2 days I had with Squad Overmatch, my Soldiers have noticed how differently I speak about and approach training...I saw instantly where I was lacking as a leader". Squad Leader #1
- "I know this was just a demonstration, but this was more than check the box training for my squad." Squad Leader #2
- "The scenarios seemed real to me. I went cold when I experienced the IED attack and during the meeting with that old woman. It was real to me." Squad Leader #3

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